



Army Performance Improvement Criteria - APIC Training Module 22

“Category 6 - Process Management” The Details of the Criteria



Category Six: Process Management

- This week's TMT continues the details of APIC with Category Six – Process Management, item 6.2.
- We encourage you to keep and consolidate these training modules for future reference.



Category Six: Process Management

- The Process Management Category examines the key aspects of your organization's process management, including key product, service, and organizational processes for creating customer and organizational value and key support processes. This Category encompasses all key processes and all work units.
- The Process Management Category is comprised of two "Key Performance Areas" that we refer to as KPAs.
 - 6.1 - Value Creation Processes
 - **6.2 - Support Processes and Operational Planning**



Category Six: Process Management

6.2 addresses: How your organization identify and manage your Support Processes and Organizational Planning?

- It asks us to describe How our organization manages its key processes that support its value creation processes. It also asks us to describe your processes for financial management and continuity of operations in an emergency.
- The Support Processes and Operational Planning (6.2) has two sections (areas to address) that ask us a series of questions related to:
 - 6.2a. Support Processes
 - 6.2b Operational Planning



Category Six: Process Management



6.2a. Support Processes questions ask:

- (1) How does your organization determine its key support processes? What are your key processes for supporting your value creation processes?
- (2) How do you determine key support process requirements, incorporating input from internal and external customers, suppliers, partners, and collaborators, as appropriate? What are the key requirements for these processes?
- (3) How do you design these processes to meet all the key requirements? How do you incorporate new technology, organizational knowledge, and the potential need for agility into the design of these processes? How do you incorporate cycle time, productivity, cost control, and other efficiency and effectiveness factors into the design of these processes? How do you implement these processes to ensure they meet design requirements?



Category Six: Process Management



6.2a. Support Processes questions ask (continued):

- (4) What are your key performance measures or indicators used for the control and improvement of your support processes? How does your day-to-day operation of key support processes ensure meeting key process requirements? How are in-process measures used in managing these processes? How is customer, supplier, partner, and collaborator input used in managing these processes, as appropriate?
- (5) How do you minimize overall costs associated with inspections, tests, and process or performance audits, as appropriate? How do you prevent defects, service errors, and rework?



Category Six: Process Management

6.2a. Support Processes questions ask (continued):

- (6) How do you improve your support processes to achieve better performance, to reduce variability, and to keep the processes current with business needs and directions? How are improvements and lessons learned shared with other organizational units and processes to drive organizational learning and innovation?



Category Six: Process Management

6.2.b. Operational Planning questions ask:

- (1) How does your organization ensure adequate financial resources are available to support your operations? How do you determine the resources needed to meet current financial obligations? How do you ensure adequate resources are available to support major new business investments, as appropriate? How do you assess the financial risks associated with your current operations and major new business investments?
- (2) How do you ensure continuity of operations in the event of an emergency?



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We ask that you look over each of these questions and establish in your mind or on paper what you think the answers are.

These will be similar questions that you will be asked during the APIC/ACOE On-Line Survey later this summer or fall.



More Information about the
Army Performance Improvement
Criteria and the
“APIC” website can be found at:

www.hqda.army.mil/leadingchange/